

# **The Idaho Division of Veterans Services**

## **Strategic Plan**

*2009 – 2013*

***Vision Statement**  
Caring for America's Heroes*

### ***Mission Statement***

*We are dedicated to serving Idaho's veterans who have earned special recognition through their sacrifices in protecting our country's freedoms and individual rights. We honor them by providing advocacy, quality long-term care, and dignified interment services. We achieve this by being innovative in our delivery of services, maintaining state-of-the-art facilities and equipment, and most importantly, attracting and retaining superior staff and volunteers.*





*Dear Citizens,*

*The Strategic Plan for the Idaho Division of Veterans Services is our guidebook for the next four years. This plan helps our staff make decisions that are consistent with our goals, mission, and vision. It provides a way for us to hold ourselves accountable to you and a way for us to measure how close we are coming to achieving our goals. It helps us make needed changes to better serve you.*

*Over the past few years, we successfully tackled the challenges of becoming a self-governing agency and certifying the three State Veterans Homes for Medicaid. We are now certified in the three State Veterans Homes for Medicare, thus extending the needs and services for Idaho Veterans. The Idaho State Veterans Cemetery has been in successful operation for four years and has interred over 1,500 veterans and spouses. A new visitor's center has been constructed and is in full operation giving families and friends a place to meet and get reacquainted. In all that we do, we will continue our commitment to greater efficiency, innovation, and creative service delivery to the veterans of the great State of Idaho.*

*The Division of Veterans Services will carry on involving veterans, their families, volunteers, employees, and citizens in our decision-making and in determining what direction we should be moving in the years ahead. Together, we can form a team that continues to excel in "Caring for America's Heroes."*

*Sincerely,*

*David E. Brasuell*  
*Davis E. Brasuell, Administrator*

*Donald G. Riegel*  
*Donald G. Riegel, Chairman*



***Goal 1: High quality advocacy for all Idaho Veterans***

**Objectives:**

1. *Expand outreach activities to Idaho's Veteran population*
2. *Increase number of State Service Officers to better serve rural areas and the State's increased population*
3. *Improve the capability of County Veteran Service Officers to supplement and complement our advocacy for veterans*
4. *Enhance ongoing positive relationship with Department of Veterans Affairs, as well as legislative and congressional representatives*
5. *Support efforts to collocate state and federal agencies serving Idaho Veterans*
6. *Expand public awareness of the Office of Veterans Advocacy*
7. *Work closely with the Regional Medical Centers to insure the highest quality of care is available to our veterans.*

**Key Performance Indicators:**

1. *Number of Veteran benefit dollars coming into the State of Idaho*
2. *Number of claims filed with the Department of Veterans Affairs and other agencies*



***Goal 2: The best long-term care and enhanced quality of life for all Idaho State Veterans Home residents***

**Objectives:**

1. *Instill a spirit of quality care in all staff*
2. *Expand orientation of new residents and families*
3. *Facilitate focus groups of residents and families as means of gaining essential feedback*
4. *Conduct regularly scheduled family meetings*

**Key Performance Indicators:**

1. *Percent of returned customer service questionnaires from residents and families indicating satisfaction with services*

*Benchmark: 90% rate of satisfaction with services provided by the State Veteran's Homes. This measure is based upon the results of the 2005 National Survey of Resident and Family Satisfaction in Nursing Facilities Report. This report was published in June 2006.*

2. *Number of satisfactory surveys from the state and federal survey agencies with fewer tags issued than the federal or state average. (Note: a survey resulting from a complaint is considered satisfactory if the complaint is not validated.)*

*Benchmark: 100% of surveys should contain no more tags than the federal or state average for surveys.*



### ***Goal 3: Attraction and retention of qualified and caring staff and volunteers***

#### **Objectives:**

1. *Increase staff development activities*
2. *Enhance orientation for staff and volunteers*
3. *Expand retention efforts*
4. *Provide CNA training*
5. *Assist with employee work/life issues*
6. *Enhance recognition of staff and volunteers*
7. *Improve communication among staff*
8. *Make employee input routine activity*
9. *Build and carry out programs for employee career ladders*

#### **Key Performance Indicators:**

1. *Rate of Division staff turnover compared to industry average*

*Benchmark: A turnover rate lower than that of the industry average*

2. *Number of new volunteers and annual volunteer hours*

#### **External Factors:**

*The primary external factors affecting this goal are the historically low unemployment rate and substantially higher wages in private sector health care facilities. These are both factors beyond the control of the Idaho Division of Veterans Services.*



***Goal 4: Consistent communication and staff education  
using state-of-the-art equipment and technology***

**Objectives:**

1. *Enhance in-service training for all staff*
2. *Utilize existing education resources of other state agencies and organizations such as Idaho Health Care Association and Department of Veterans Affairs*
3. *Enhance accountability procedures to ensure education is targeted to staff needs*
4. *Increase employee involvement in telecommunication equipment choice*
5. *Continue to evaluate and expand web-based services*

**Key Performance Indicators:**

1. *Percentage of staff and citizens expressing satisfaction with website and available technology*

*Benchmark: A 90% satisfaction rate with the services provided by the IT staff.*

**External Factors:**

*The primary external factors affecting this goal are the historically low unemployment rate and substantially higher wages in private IT branches. These are both factors beyond the control of the Idaho Division of Veterans Services.*



### ***Goal 5: Wise use of limited resources***

#### **Objectives:**

1. *Enhance budgetary reporting process*
2. *Augment accountability efforts by conducting ongoing supervisory training in budgetary, performance management and risk management issues*
3. *Incorporate best practices from other Veterans' homes nationwide*
4. *Conduct consistent and effective marketing program*
5. *Provide recognition for cost-cutting innovations*
6. *Coordinate and enhance worker's safety program*

#### **Key Performance Indicators:**

1. *Percent of occupied beds in facilities*

*Benchmark: 92% occupancy rate. This is based upon our annual budget, which was developed with a 92% occupancy rate as the baseline.*





## ***Goal 6: Sound operation of Idaho State Veterans Cemetery***

### **Objectives:**

1. *Enhance cemetery features for veterans and family members*
2. *Expand volunteer program*
3. *Expand Honor Guard Program*
4. *Enhance ongoing positive relationships with veterans groups*
5. *Pursue initiatives to obtain a VA grant to build a second State Veterans Cemetery in Idaho*

### **Performance Indicators:**

1. *Percentage of returned customer service questionnaires from families indicating satisfaction with interment services*

*Benchmark: 90% satisfaction rate with the services provided by the Cemetery Staff*

2. *Land for a State Cemetery in Southeastern Idaho is deeded to the State of Idaho*